Leadership and Accountability in Information Technology

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Overview

- Principles of Leadership
- Theories of Organizational Change
- Accountability for Radical Change

Principles of Leadership

- Identify the Challenge
- Inspire a Shared Vision
- Enable Action
- Model the Way
- Mobilize Others
- Encourage the Heart

Identify the Challenge

- To create the first Twenty-First Century Government
  - Reorganization of the Executive Branch
  - Program Performance Assessment and Budgeting
  - Smart Services
  - Productivity Improvements
  - Acquisition Reform

Inspire a Shared Vision

- The State will manage, deploy, and develop its information technology resources to support responsive and cost-effective State operations and to establish timely and convenient delivery of State services, benefits, and information.

- Be the Best

- Be Responsive

- Be Collaborative

Enable Action

- Work With Finance
- Work With General Services
- Work With Data Centers
- Work With Agencies
- Work With Departments
- Work With the Legislature

Model the Way

- Collaboration, Not Just Control
- Focus on Responsiveness
- Be the Best by Following Leadership Examples Set by Others

Mobilize Others

- Support for Collaboration
  - Information Technology Council
- Encourage Dialogue
- Invest in Workforce
- Invest in Change

Encourage the Heart

- Reinforce Understanding of Differing Roles and Perspectives
- Focus On and Respect For People
- Change the Culture

Theories of Organizational Change

- Incremental, First-Order
  - Small, routine changes that do not fundamentally disrupt continuity within the organization
- Strategic, Second-Order
  - Nonroutine, nonincremental and discontinuous change which alters the overall orientation of the organization and/or components of the organization
  - Revolutionary change affects all areas in the organization
  - Archetype change affecting basic organizational assumptions, parameters and culture

Change Management

- First Order, Routine Changes
  - Upgrades
  - Maintenance
- Second Order, Non-Routine Projects
  - Re-Engineering
  - Integration
  - Blowing Up the Boxes

Change Management

- Strong Leadership
- Support of Key Stakeholders
- Lots of Communication About
  - Basic Assumptions, Shared Norms, Organizational Culture, New Organizational Structures, General Principles & Standards, Specific Rules and Procedures
- Energy, Enthusiasm, Patience, Flexibility

Accountability for Radical Change

- Does "accountability" have to be such a negative?
- Checks & Balances: Who is Accountable?
- Process or Results?
- The problem of acCOUNTability
- Measuring the intangibles
- Quantifying the exercise of discretion

Leadership AND Accountability

- Challenge to YOU

  - There has to be a way of acknowledging the legitimacy of state administrators exercising high-level, executive discretion when the numbers don't tell the whole story or leave open multiple reasonable alternatives.